Navy Marine Corps Intranet (NMCI)
Customer Project Manager (CPM) Guide

Version 1.0

11 July 2003

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Space and Naval Warfare Systems Command

Prepared for:
NMCI Program Management Office (PMO) CPMs

The NMCI Navy Customer Project Manager Guide is published for informational purposes only to describe the responsibilities of the Customer Project Manager. The content of this document shall not be considered contractually binding. All issues associated with the NMCI Contract N00024-00-D-6000 shall be referred to the Procuring Contracting Officer, at 703-685-5508.

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Customer Project Manager (CPM) Guide

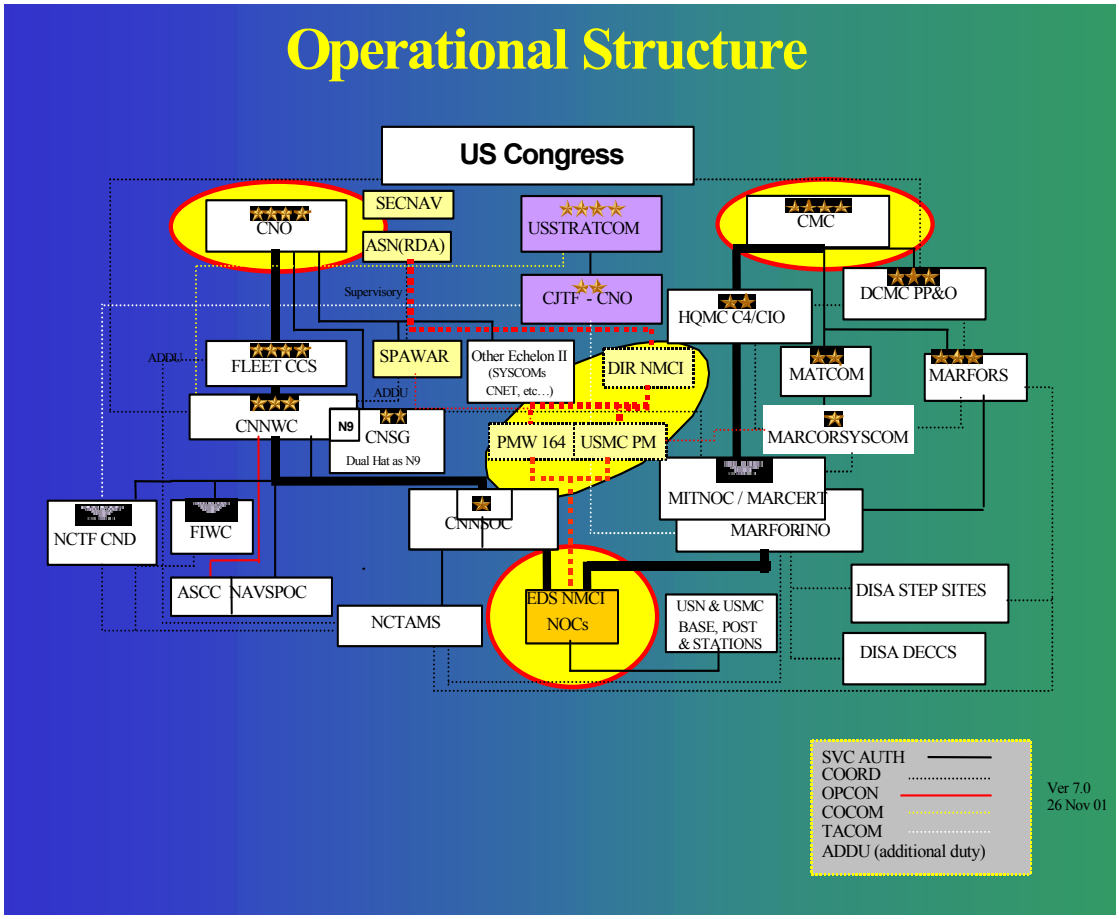
1.0 Overview

1.1 Executive Summary

The Navy Marine Corps Intranet (NMCI) program is an Information Technology (IT) initiative designed to provide a secure, single integrated department-wide network for the Navy and Marines. This environment enhances system and software interoperability and increases the information exchange between the forces of the Navy.

The responsibility and contract for providing comprehensive end-to-end information services has been awarded to Electronic Data Systems (EDS). Based out of Plano, Texas, EDS is a leading global information technology services company who has been tasked with providing services to the Navy for data, voice and video communications.

The NMCI Program Management Office (PMO) is managing the Navy portion of this effort, reporting to the NMCI Director. The PMO is comprised of many sections, one of which is the Site Management Division (SMD). The Customer Project Manager (CPM) is the direct liaison between the Navy PMO and high-level Claimancy representatives. They are people who have longevity with the NMCI project, bringing with them a large historic and technical knowledge base. The following is the NMCI Organization Chart in relation to Congress.



Key PMO Contacts are listed in the table below:

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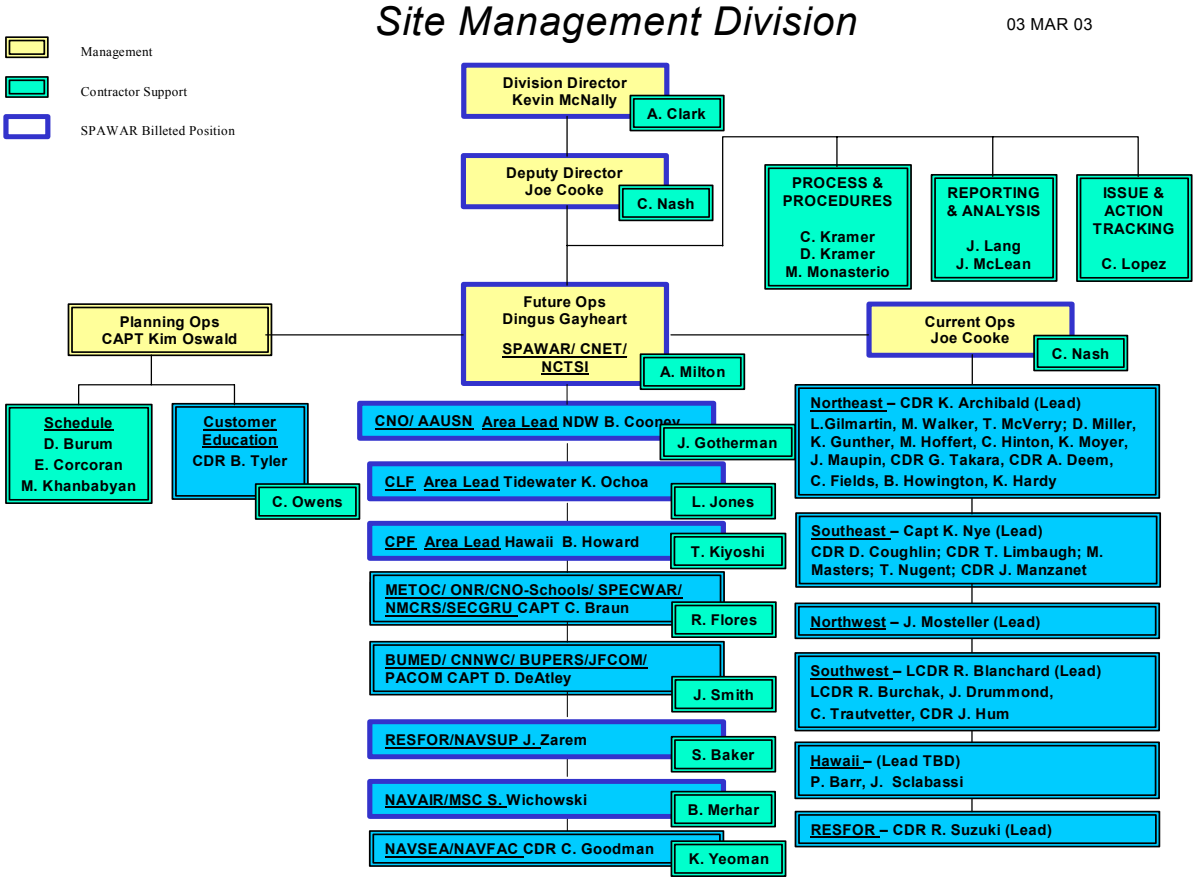
LCDR Joe Dundas, Eagle Team Lead joe.dundas@navy.mil	Bill Shaw, Enterprise COR walker.shaw@navy.mil

Below is the organization chart for the Site Management Division.



1.2 Primary Customer Interfaces

The primary customer interface for the CPM is the Flag/Executive Level claimant representatives (ECHELON II, Command Information Officer (CIO)) who manage their Claimancy NMCI efforts, and communicate their concerns and issues to the CPM. The CPM will evaluate these claimant issues and elevate as needed within the NMCI governance organization for resolution and/or mitigation oversight. The CPM's primary functions are to support resolution of issues that may affect Assumption of Responsibility (AOR)/Cutover schedules, interface between claimant and EDS, and validate that deliverables are within scope.

Nugget: The CPM will be required to address a myriad of questions from various NMCI disciplines. Many answers may be found via the attached Web-links appendix or from the Lessons Learned link below.
http://www.nmci.navy.mil/Primary_Areas/Transition_to_NMCI/Secured/Secured_Lessons_Learned/Lessons_Learned_Main_Page28JAN03

1.3 Responsibilities of the CPM

The personnel assigned to this position will interact with Echelon II claimant level contractor representatives and government Echelon II staff (usually the N/J6). The CPM is to insure issues associated with that particular claimant are properly routed and resolved through the NMCI program staff on both the contractor and government sides. The CPM will escalate issues to appropriate levels (usually the Director's office and/or Program Manager) for resolution where appropriate. Given the large population/preponderance of uniformed military in Echelon II major staff positions, the assignee will be a uniformed officer or upper level Government Service (GS) employee. Some of the responsibilities will include:

- Issue Resolution. Facilitate the resolution of all issues, but specifically those affecting AOR and Cutover schedules.
- Mediator. The CPM will act as mediator regarding areas of issue conflict by providing solutions that are mutually acceptable to both the claimant and EDS.
- Customer Education. Facilitate educating the customer on established processes designed to create an efficient transition to NMCI. These include, but are not limited to:

  Program Schedule Milestones

  Available Services

  Visit Teams

  Regional Teams

  The role and responsibility of NETWARCOM/PMO/EDS/Claimant
- Management. Attend and/or coordinate management meetings with the claimant and EDS to review AOR/Cutover schedules, critical issues and Quality Assurance (QA) of deliverables.
- Performance. Monitor and measure the performance of EDS to ensure the AOR, Cutover and Deliverables meet contract requirements. The Project In Vision (PIV) has been developed to track performance. The output from PIV can be measured against the standards established in The Joint NMCI Transition Checklist. The Joint NMCI Transition Checklist can help facilitate the performance monitoring process of the transition. The Joint NMCI Transition Checklist can be found at: www.nmci.navy.mil
- Promote NCMI Benefits including:

  Standardization of 400,000 seats

  Integration of over 1000 disparate networks into ONE secure network

  Consolidation of 100,000+ applications down to 2000

  Seat Improvements (hardware and software)

  Increased data throughput

  Improved customer service

  Increased network security with the establishment of a robust backbone/infrastructure

Nugget: The success of the CPM is largely dependent upon their ability to establish and develop relationships with the Claimant and EDS.

1.4 Task Issue/Prioritization

The key to effective prioritization combines a thorough and complete knowledge of the claimant mission, facilities, staff, operational philosophy and executive level priorities with a clear understanding of the particular task/issue impact on the transition schedule. It is important that the CPM be familiar with essential NMCI processes and key tenets to include: Scheduling, Legacy Applications, Technical, Facilities, Physical Security and Contracting.

- Schedule. The CPM will give priority to those issues that affect the schedule. An issue's importance is directly related to its affect on AOR and Cutover schedules. Issues that are identified as having little or no impact on transition schedules are subsequently prioritized based on complexity, number of seats, and available resources to develop and implement a solution.
- Claimancy. The CPM will integrate the desires of the customer with those of the PMO in a manner that promotes issue resolution and/or mitigation in a timely manner.

Nugget: Priorities must be determined and worked as a team. The CPM is responsible for the prioritization of claimancy issues based on their judgment and analysis of all factors.

2.0 Knowing The Customer

2.1 Determine the Needs of the Customer

A CPM must understand the customer's administrative and operational IT needs.

- A thorough and complete understanding of the customer's mission, facilities, staff, operational philosophy, and issues at the executive level are essential to the success of the CPM in preparing claimants for transition.
- The location of a customer's sites has the potential to impact and influence the success of their transition. Be knowledgeable of regional, geographic, and cross-claimant issues and concerns. Additionally, the CPM needs to identify site-specific issues that will impact the transition schedule if unmitigated and apply the necessary resolution resources.
- It is critical that the CPM be aware of the claimant's mission during NMCI. Whether a claimancy is five seats or five hundred seats, keeping change to a minimum will be of the utmost importance to ensure a smooth transition. Increased or decreased seat, data, voice and video service requirements need to be anticipated and incorporated into the customers transition plan.

2.2 The Points of Contact

Knowledge of the customer's management structure (Key Stakeholders), operational imperatives, organizational philosophies and leadership priorities will enable the CPM to provide an NMCI solution tailored to each user's uniqueness.

- The claimant CIO and technical lead will be the most effective POCs for communicating executive level customer concerns and requirements.
- The customer may designate regional and site particular POCs to address detailed technical and transition issues specific to their regions.
- A crucial POC within the seat ordering structure is the Contract Technical Representative (CTR). A proactive, responsive and knowledgeable CTR is essential to ensure a smooth transition. The CPM should maintain close coordination with the CTR to facilitate timely document processing, to gain a better understanding of the current infrastructure design, and to review orders for appropriate Contract Line Item Numbers (CLINs) (i.e. Preliminary Site Questionnaire (PSQ), Site Concurrence Memorandum (SCM), Legacy Application Deployment Readiness Activity (LADRA) List and NMCI Enterprise Tool (NET) submission).

2.3 Engagement

The CPM will remain in close coordination with the claimant from the beginning to end of the transition process. The level of engagement is a direct reflection upon the complexity of the proposed transition, level of education of the claimant staff on the NMCI transition process and willingness of the claimants' leadership to engage early and often. Specific CPM attention is required when addressing the variety of NMCI seat types (CLIN 38AC, Science & Technology (S&T)) and

separately priced CLINs'. The claimant will need to match current and projected claimancy IT requirements with seats and services available from NMCI eMarketplace. The CPM will assist the customer in evaluating the best costs (Independent Government Estimate (IGE)) versus capability mix that satisfies the customer needs and can be engineered and installed according to the AOR and Cutover schedules.

2.4 Customer Priorities

Early in the transition process, the CPM should determine the critical administrative and operational priorities of their customer in order to develop an effective Risk Mitigation strategy. The CPM must understand the customer's interests while representing those interests to the PMO and EDS. In support of this responsibility, the CPM must be proactive in coordinating and promoting early engagement by the various visit teams to ensure the customer is well educated on the transition process and prepared to articulate their interests and priorities. Early visit team customer briefs introduce and educate the audience to the various components and elements of the transition process.

2.5 Meetings

There are numerous meetings in the NMCI environment. Deciding which meetings to attend is important for a CPM. Meetings primarily called by the CPM, are to promote progress and preparation for transition. In many others, the CPM is there to lend their experience and knowledge or to gain information to take back to their Claimancy.

Nugget: As a CPM, you cannot attend all the meetings. You must prioritize your time consistent with the needs of the customer and your issues and priorities.

Major events are:

- Director's VTC- Weekly Wednesday meeting to discuss issues across NMCI. CPMs should attend.
- Regional Status Meetings- Weekly meetings chaired by the PMO and EDS Herndon with the intent of jointly managing and tracking the status of the NMCI program. Each regional team will report status of their sites based on a 21 criteria report from PIV. Since the CPM is responsible for the overall assessment of a claimancy and its transition to NMCI with a minimum amount of impact to the customer, their expertise on Claimant issues is of considerable value and **their attendance is required.** Regional Status meetings view information with only an 8-week window while the CPM is required to be familiar with the project from the wider perspective from beginning to end.

- Action Item Review- Weekly meeting on Thursday to pursue current action items and to review the progress and resolution of items that are open.
- AOR Readiness Review – (If the Echelon II is involved) A detailed status review of a site's accomplishment of five primary indicators. Reference Appendix C: Naval Message AOR and Criteria.
- Cutover Readiness Review (CRR) - A detailed status review of a sites preparation for cutover
- The CPM will attend and/or coordinate meetings as needed to facilitate maintaining the AOR and Cutover schedules.
- Weekly Claimancy meetings - Scheduled by the CPM to promote information exchange and prioritize mutual PMO/EDS/Customer concerns.
- Ops Advisory Board (OAB) – as scheduled by Director NMCI. While CPMs should be aware of and review agenda/results for applicability to their claimancy they usually do not attend.
- Technical Enterprise Action Group (TEAG) and Security Enterprise Action Group (SEAG) CPMs review agenda/results for applicability to their claimancy.
- Stakeholders Council– held every other week. CPMs should review agenda/results for applicability to their claimancy list.
- Finally, the CPM will attend and/or coordinate QA meetings to ensure deliverables are within scope and customer post cutover satisfaction surveys remain high.

3.0 The PMO Team

There are many elements to the PMO team. Some are regionally aligned; some are comprised of specific Claimancy members; while others are based upon areas of functional expertise. Each has their unique perspective, roles and functionality within NMCI.

3.1 The CPM Team

The CPM has a broad team that stretches across the PMO, Claimant and Eds. The purpose of the team is to facilitate the seamless and timely transition of the customer's claimant into the NMCI environment. It is the assignment of the CPM to bring about collaboration within the team.

- Get the team together. Communicate the key internal and external interfaces. Clearly and concisely convey the roles and responsibilities of each member especially the technical leads.
- Discuss goals and develop a plan. What is the time line? What are some of the critical issues that will affect the Claimancy as a whole, and which ones are site specific?
- Communicate, communicate, and communicate. The best teams thrive in an environment that is synergistic, promoting cross talk among the entire team. (i.e. Claimant, EDS and PMO)
- Make sure the team stays educated on the latest development, access and tracking tools.

The key PMO players on the team include:

- Contractor Support. Contractors augment Military and GS personnel by providing direct administrative and claimant management support to CPMs. They also provide administrative/technical support to the PMO as a whole. The CPM contractor support performs management functions including monitoring, coordination and mitigation/resolution of administrative and technical claimant issues for a designated CPM. The CPM support staff are charged with providing and maintaining a myriad of background information needed to facilitate a smooth transition to NMCI. They are often tasked with tracking and coordinating meetings to resolve critical claimant issues (i.e. affects AOR or Cutover) monitoring and facilitating claimant compliance of document submissions (PSQ, SCM, LADRA). Contractor support oten interface with PMO functional staff members, EDS and other organizations as required to support CPM roles and responsibilities.

> **Nugget:** On your best day you won't have all the answers.

- Other CPMs. CPMs are willing to share the knowledge they've acquired in their roles. All are senior level personnel who have acquired a large

pool of knowledge over years of technical and leadership experience. Much of that has been captured in Lessons Learned, a web site found at: http://www.nmci.navy.mil/Primary_Areas/Transition_to_NMCI/Lessons_Learned_Pre_Main_Page It is also referenced in Appendix B: Naval Messages-NMCI Lessons Learned. If there is a question, ask!

3.2 Regional Teams

These teams have been established to represent the PM at the site level. There will be a small number of teams, whose team members will deploy at the discretion of the Regional Integration Lead (RIL). They are focused on improving the regional aspect of rollouts and providing a more focused PMO site team. The teams are comprised of:

- RIL. The RIL is responsible for each site within the assigned area of responsibility and will monitor site transition activities, assign and manage all regional resources.
- Site Integration Lead (SIL) The SIL is the on site PMO representative whose tasks include providing reporting as needed, exploring the granularity of issues and ensuring site allocation of resources.
- CTA. The CTA is a PMO site and region representative who is responsible for working technical issues associated with architecture, reach-back, Community of Interest (COI), S&T seats, and other site unique requirements. The CTA represents the claimant and is knowledgeable of the customer's technical infrastructure and administrative and operational imperatives. This is critical knowledge necessary for a successful transition to NMCI. They support the CPM by collecting and resolving technical issues.
- IA: The IA is a PMO site and region representative who is responsible for working IATO/IATC issues along with classified network issues such as Protected Distribution System (PDS). There are four critical areas of IA support, which are listed below. Additional IA information can be found at: www.infosec.navy.mil
  - Security Engineering: Performance Requirements, Service Level Agreements (SLA) and architecture and product approval
  - Certification and Accreditation. Implement DITSCAP, provide security testing and grant interim authority to operate
  - Red and Green teams which verify compliance with SLAs and assess degrees of vulnerability
  - Product Selection with high-speed link and network encryption and COTS product assessment.
- IATT: The IATT will also assist in working with the appropriate Functional Area Manager (FAM)/Designated Approval Authority (DAA) to grant permission to operate certain ports and protocols on the NMCI network. In many cases the site IA and IATT will be the same individual.

3.3 Other PMO Teams and Contact People

There are several other teams that are available to assist CPMs.

- Business Ops. Business Ops should be able to provide much of information that is needed for the report card. The CPM should review and make sure that the data is complete. Also, Business Ops can help with questions on single orders.
- Contracting Officers Representative (COR). CORs provide government technical interface with site and EDS. They also monitor compliance with NMCI contract requirements.
- Legacy Applications. Legacy applications are applications in use today at a site by people performing the mission or business of the DoN. Legacy applications are not part of the standard seat services, known as the Gold Disk, provided by EDS. CPMs are responsible for the identification, rationalization and submission for certification and accreditation of a site's Legacy Application. Some of the assistance available is:
    - Site Transition Execution Manager (STEM) Assist the Site Legacy Applications POC to develop Rationalized (RAT) List and User to Application Mapping (UTAMs), submit RFS/Media, and schedule users for PoP In A Box (PIAB) testing and training for EDS Tools Data Base.
    - Enterprise Application Group for Legacy and Emerging Applications (EAGLE) EAGLEs assist the Central Design Authority (CDA) in development of enterprise application deployment solutions and work closely with the IATT, STEM, EDS and CDA team to streamline application tests and deployment.
    - Legacy Applications Transitions Guide (LATG) is available online at: http://www.nmci-isf.com/transition.htm
- Technical Solutions. Technical Solutions provide government technical oversight support for the Navy PMO in the execution of the NMCI contract. They track the status of all NMCI engineering related activities. Technical Solutions coordinate enterprise level policy, procedures, processes and technical issues with the DoN, CIO and Designated Approving Authority (DAA), while coordinating daily with EDS engineering teams to jointly facilitate the resolution of critical technical issues.

4.0 EDS/Service Provider

4.1 Who is EDS

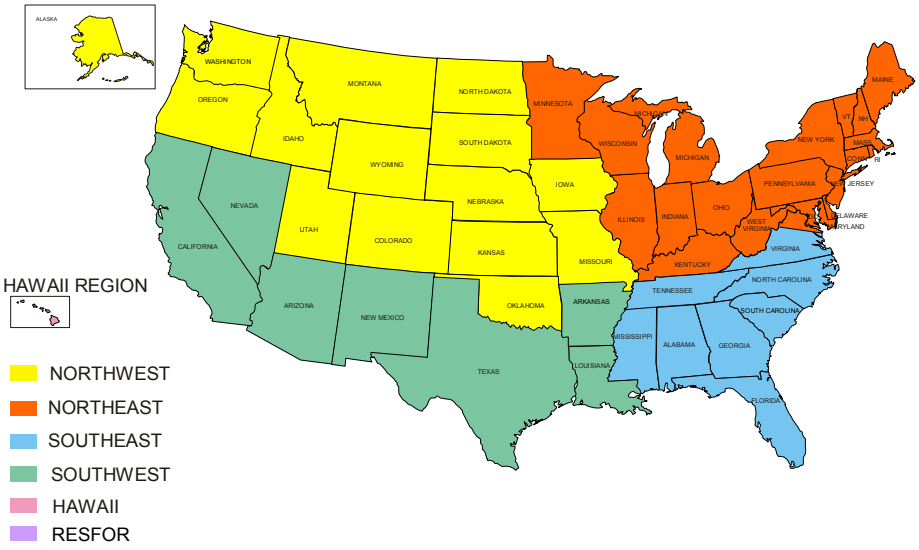
EDS is a large company who has a broad base of IT expertise that the CPM will be required to interface with during AOR and Cutover. During the conversion (AOR) and after the successful transition (Cutover), EDS is contracted to provide customer based IT support. This will include many sub-contractors with specific contract responsibilities. These include:

- Dell Hardware
- Microsoft Software
- Cisco Switches and routers
- Raytheon Security and IA
- EPS Infrastructure Builds
- Dolch Desktop/ Portables
- WAM!Net BAN/LAN/MAN
- GD Inside/Outside plant wiring
- WorldCom WAN

4.2 Regional Alignment of EDS

To expedite and facilitate the rollout of seats, EDS has divided the United States into regions, each with a Regional Delivery Manager (RDM) and a Regional Transition Manager (RTM). The PMO has aligned their organization with EDS by the incorporation and addition of RILs and SILs. It is still the function of the CPM to facilitate communication between all these entities and help with the resolution of issues that reside at the Echelon II level commands. On the following page is a diagram map outlining the different regions.

Navy Site Integration Lead Regions

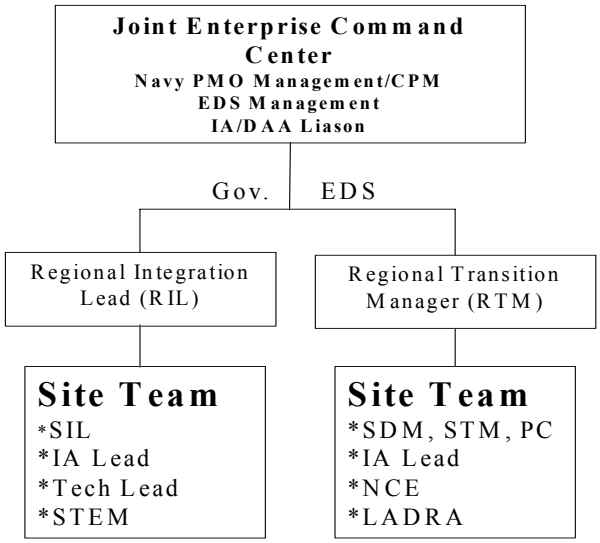


Revision date: 17Jun03

4.3 Site Team of EDS

The Site team of EDS is similar to the Government team. Below is a description of each member's function.

- Site Deployment Manager (SDM): Responsible for the day-to-day operations to include management of the "as is" and installed NMCI network. (PMO equivalent is the SIL)
- Site Transition Manager (STM): Responsible for planning and execution of transition plans for the implementation of NMCI (PMO equivalent is the SIL)
- Project Coordinator (PC) Responsible for maintaining the Project Site Schedule, entering IRAADS issues and Schedule Change Requests (SCR). The PC is the only site representative with writes access into the PIV tool. (PMO equivalent is the SIL)
- Information Assurance (IA): Responsible for collecting and maintaining all UTAM and User to Clin (UTCM) data for processing into active data build out. (PMO equivalent is the IA Lead)
- Network Communications Engineer (NCE): Responsible for providing oversight to the various cabling and infrastructure contractors to design and implement the NMCI infrastructure (PMO equivalent is the Tech Lead)
- LADRA: Responsible for Legacy Applications (PMO equivalent is the STEM)


Joint Enterprise Command Center
Navy PMO Management/CPM
EDS Management
IA/DAA Liason
Gov.
EDS
Regional Integration Lead (RIL)
Regional Transition Manager (RTM)
Site Team
*SIL
*IA Lead
*Tech Lead
*STEM
Site Team
*SDM, STM, PC
*IA Lead
*NCE
*LADRA

5.0 Reporting

Scope of CPM reporting is broad and varied. There are formal reports, however much of the reporting that is done, will be in an informal manner.

- Report Card: The Report Card generated from PIV is used to assess a site reading to enter AOR or for the Cutover Readiness Review.

> **Nugget:** When doing the report card, make sure EDS and the customer provide input into PIV. If there are discrepancies, invite both parties to a meeting to resolve.

- Customer Advocate Advisory (CAA) is the only external formal report. Customer Advocate Advisories are the primary vehicle for Enterprise-wide dissemination of program updates and new information of interest to the NMCI user. Weekly the PMO will ask CPMs for any data for the CAA. It will then be compiled into a report that can be found at: http://www.nmci.navy.mil/Primary_Areas/Transition_to_NMCI/Secured/CAA/Main_CAA_Page
- Positive Developments & Issues Brief. This is filed without a meeting. The Positive Developments and Issues Brief is turned in to the Issue Action Tracking Team every Monday.

6.0 Issues Reporting and Tracking

The issue-tracking database can be found at: www.peoit-portal.navy.mil. It lists all the current issues by claimant and makes available the POC for who has been assigned the issue for action. The database also lists the current status of an issue.

> **Nugget:** If you are elevating an issue make sure the information is current and accurate

6.1 Submitting and Issue

To submit an issue

- Use the PMO claimant Issue Entry Form at: www.peoit-portal.navy.mil
- Select the document community, select the Claimant subfolder and select the Issue Entry Form
- Download the form and fill out according to the instructions on the form
- Email for to the NmciPmoIssues@spawar.navy.mil

6.2 Updating an Issue

To update an issue

- Send updates on all issues as they are received to: NmciPmoIssues@spawar.navy.mil
- Send resolutions as they occur to NmciPmoIssues@spawar.navy.mil

> **Nugget**: If you have an urgent issue that you cannot get resolved through normal channels and it is a Show Stopper…. DO NOT BE AFRAID TO ESCALATE!!!

7.0 The NMCI Enterprise Transition Plan

The original NMCI Enterprise Transition Plan, formerly the NMCI Enterprise Schedule, reflected Enterprise NMCI Seat Requirements and later actual ordered requirements as eMarketplace (eMP) seat orders were approved. The current NMCI Enterprise Transition Plan is based primarily on Approved eMP order data.

The Enterprise Transition Plan is under Configuration Management (CM) control by the NMCI Schedule Change Control Board (SCCB), and the Director of NMCI is specifically responsible for that CM control.

7.1 Current NMCI Transition Plan

The current base line Transition Plan is located at: www.peoit-portal.navy.mil in the Daily Schedule Report Folder. The current working schedule folder contains the entire detailed Transition Plan. It can be down loaded into an EXCEL format. It is dated so check to make sure that it is the current approved Transition Plan. Any change to the Transition Plan must be requested via a Schedule Change Request (SCR).

Nugget: Anytime you receive a new Transition Plan, check it to verify your SCRs have been incorporated into it.

7.2 SCR Approval Requirements

Each SCR shall be routed to at least three levels of the joint EDS/DoN NMCI organization. These three levels are Site, Regional, and Enterprise. A fourth level of approval, called Schedule Change Control Board (SCCB) Approval is required if:

- AOR is extended beyond four months (120 days), or
- A small Site Portfolio (group of remote sites by Claimant, e.g. AAUSN Remotes) is changing the first or last Cutover Begins date, or
- AOR date from the aggregated schedule is changing, or
- Addition of new sites to the Enterprise Plan, or
- Deletion of sites from the Enterprise Plan.

Nugget: Every attempt should be made to gain agreement between Government, PMO and EDS prior to submitting a SCR. Early concurrence will greatly expedite the **ENTIRE** process.

7.3 Types of SCRs

Site Specific SCRs

These SCRs are created when there is a change in the date for AOR or Cutover to begin. Schedules are updated on a weekly basis. The process begins after a schedule update cycle results in significant variance between baseline date and current date for AOR Begins or Cutover Begins Milestones. The SCR is generated when this variance is sustained over several update cycles.

Claimant/Enterprise Wide SCRs

These SCRs are used to initiate Enterprise wide schedule changes, including those initiated by the NMCI Director's office or a single claimancy. Upon receipt of a request for change, the Analyst Team will create an SCR in PIV and the processing will continue by obtaining EDS approval at the Site and Regional Level.

Administrative SCRs

These SCRs are also used when the Government/PMO makes an administrative correction to a record from the schedule. An administrative change should not affect the AOR or Cutover dates. Upon receipt of a request for change, the Analyst Team will create an SCR in PIV and the processing will continue starting at the Enterprise Approval level.

eMarketplace Changes

eMarketplace updates (seat count and status adjustments) are reflected in the Enterprise Plan on a daily basis. These updates are for new eMP locations or new ordering UICs, and create a new record(s).

7.4 Generating an SCR

Government (Claimant/CPM/Navy PMO or Marion Corps PMO/Director's Office) initiated requests are to be forwarded to the ISF.NMCI.SCP mailbox. The Government requests should contain Site and Regional approval or notification for a Claimant/Enterprise Wide SCR, and shall contain these levels of approval for an Administrative SCR. The request should contain the following data elements:

- Record Number,
- Site,
- Claimant,
- Requestor,
- Contact information,
- Reason for change,
- New AOR or Cutover date (Claimant/Enterprise Wide SCR)
- Administrative correction to be made (Administrative SCR)

Nugget: The CPM is not the only generator of the SCR, but the CPM must give concurrence before any SCR is approved. That is why a CPM should be aware of all change requests**.**

The full SCR Process can be found at: http://www.peoit-portal.navy.mil/

8.0 The NMCI Joint Transition Check List

The NMCI Joint Transition Checklist can be found at: **www.nmci.navy.mil**

> **Nugget:** Do not use the forms on the EDS site. They are currently out of date.

The Joint NMCI Transition Checklist is used primarily for the AOR Readiness Review and the Cutover Readiness Review. It is an invaluable tool because it quickly provides information by:

- Providing the order in which items need to be done
- Allows a download to customize the checklist to a specific site
- Allows a sort by area of function providing a quick visual of all the items that must be done in a particular area, i.e. HR, IT, Facilites etc.
- Allows a sort by PMO, Customer or EDS to see which activities are to be performed by each, and which receives information from an activity.
- Marker by which to gauge performance

> **Nugget:** Early on facilitate an agreement between EDS, the customer and the PMO as to what the checklist will be for that site.

APPENDIX A: References and URLs

NMCI
The new Navy Marine Corps Intranet (NMCI) web site, the authoritative government source for NMCI information, is now operational.

- www.nmci.navy.mil
- www.nmci.usmc.mil

Other NMCI Sites

- http://nmci.navair.navy.mil/
- http://nmci.spawar.navy.mil

Navy Information Security Web Site

- www.infosec.navy.mil

NETWARCOM Web Site

- www.netwarcom.navy.mil

NMCI Ordering Interface System (NOIS) and Working Group:

- https://nmci.navair.navy.mil/nois_wg.cfm

Graphically depicts Integrated Order to Deliver (IOD) process and system interactions for ordering process via NOIS

- http://www.peo-it.navy.mil/media/nmci%20IOD%20END%20TO%20END.GIF

Personnel Locator

- http://www.navydirectory.smartlink.navy.mil
- http://www-library.itsi.disa.mil/
- http://www.itsi.disa.mil/links.html

Others

- Commander Navy Region Southwest http://www.cnrsw.navy.mil/
- Commander Navy Region Southeast http://www.comnavregse.navy.mil
- www.chinfo.navy.mil/navpalib/bases/navbases.html (List of Navy Bases)

The Workstation Countdown Ready is when the users are given guidance on how to prepare their computers and files to undergo migration. The Workstation Countdown Set is when the users create migration folder and move data to the new folder, exporting the Favorites and Bookmarks and mapping network drives. The Workstation Go is when the workstation is installed, and the users are then accessing and downloading the migration folder, open the saved Bookmarks/Favorites, use of new security profiles, and how to submit Request for Assistance.

Transition Documents	Site Link:
Workstation Countdown Ready	http://www.nmci-isf.com/migration/ReadyGuide.pdf
Workstation Countdown Set	http://www.nmci-isf.com/migration/Set_Guide_WinME.pdf
Workstation Go	http://www.nmci-isf.com/migration/MigrationGoGuide.pdf

EDS Web Site

- http://www.nmci-isf.com/

Program Executive Office for Information Technology (PEO-IT) Web Site

- http://www.peo-it.navy.mil/

  Contains Information on:
  - 20K Daily Cutover Status
  - 100K Seat Order Schedule List
  - Link to NOIS Working Group Web Site
  - Under Fact Files contains NMCI General Information, NMCI Security,
  - NOIS Training Calendar

NMCI Facilities Requirements (NAVFAC):

- http://www.efdsw.navfac.navy.mil/05/05I/NMCI.htm

  Includes information on NMCI Facilities Standards and Guidelines, Monthly Reports, Facilities Briefs, etc.

Naval Network and Space Operations Command (NNSOC) NMCI Web Site:

- https://www.nnoc.navy.mil/nmci/index.htm

  Information includes:
  - NMCI Governance
  - NMCI Transition
  - NMCI Operations
  - NMCI Security

GSA Advantage

- https://www.gsaadvantage.gov/advgsa/main_pages/start_page.jsp

  Excellent web site to obtain market research and pricing for Independent Government Estimates (IGE's) for unpriced CLIN's.

Marine Corps NMCI Web Site:

- http://www.nmciinfo.usmc.mil/

  This is an excellent site for the Marine Corp view of the NMCI Transition Process.

APPENDIX B: Naval Message AOR and Criteria

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RMKS/1. REFS A THROUGH C, DISCUSSED CRITERIA FOR ASSUMPTION OF RESPONSIBILITY (AOR) FOR NMCI SERVICES, SCHEDULE SLIPPAGE IN JAN/FEB
AND THE POTENTIAL ACCELERATION OF AORS FOR BOTH THE NAVY AND MARINE
CORPS TO 01 MAY 2003. NEW PROCEDURES AND SCHEDULE REALIGNMENT WERE
DISCUSSED AT THE OAB, REF B, AND ARE SUMMARIZED BELOW.

2. AOR CRITERIA CHANGES. THE FOLLOWING FIVE ITEMS ARE THE DIRECTOR
NMCI CRITERIA FOR BEGINNING AOR. EACH OF THE ITEMS SHALL BE COMPLETED NO LATER THAN THE TIME LINE RECOMMENDATION CONTAINED BELOW:
A. APPROVED ORDER. THE FINAL ORDER MUST BE SUBMITTED VIA NOIS/EMARKETPLACE WITH FUNDING AND AWARDED BY THE ACO 30 DAYS PRIOR
TO AOR. THE AOR DATE WILL BE ENTERED AS THE START DATE.
B. PRELIMINARY SITE QUESTIONNAIRE (PSQ) (PARTIAL). SECTION 2 ITEM

2.4 (SITE INFORMATION, TRANSITION TEAM POCS), SECTION 5 (BASE SECURITY INFORMATION), AND SECTION 8 (INCUMBENT CONTRACTORS) OF THE
PSQ MUST BE SUBMITTED 30 DAYS PRIOR TO AOR. THESE SECTIONS ALLOW EDS
TO START THE LONGER LEAD TIME PERSONNEL ACTIONS ASSOCIATED WITH AOR.
THE PSQ CAN BE DOWNLOADED FROM
<HTTP:/WWW.NMCI.NAVY.MIL/PRIMARY_AREAS/TRANSITION_TO_NMCI/PHASE_1_PRE
_AOR_PLANNING_PHASE>.
C. PSQ (FULL) AND SITE CONCURRENCE MEMORANDUM (SCM). FULL PSQ SUBMITTED TO EDS. SCM COMPLETED TO INCLUDE SEATS, LEASES, AND SHARED
INFRASTRUCTURE. DUE DATE - 10 DAYS PRIOR TO AOR.
D. ISF ASSUMES IT SUPPORT. SUFFICIENT EDS PERSONNEL ARE ON SITE TO
ASSUME IT INFRASTRUCTURE OPERATIONS AND MAINTENANCE. DUE DATE -DATE
IN ORDER SHOWN AS START OF AOR.

E. IMPACTED PERSONNEL. SINCE PERSONEL MAKE INDIVIDUAL DECISIONS,
THIS ITEM MAY RUN THROUGH AOR START PROVIDING EDS HAS SUFFICIENT
PERSONNEL ON SITE TO ASSUME THE LEGACY NETWORK AS OF THE AOR DATE.
COMPLETION OF IMPACTED PERSONNEL INCLUDING EDS JOB OFFERS MUST BE
COMPLETED NO LATER THAN 30 DAYS AFTER AOR.

3. ACCELERATION OF AOR FOR NAVY AND MARINE CORPS SEATS TO 01 MAY
2003. SITES WITH AOR DATES SCHEDULED TO START AFTER 01 MAY 2003 ARE
DIRECTED TO ACCELERATE TO 1 MAY 2003 AS DISCUSSED WITH CLAIMANTS
DURING DIRECTOR NMCI SCHEDULER CONFERENCE CALLS. THIS WILL IMPACT
BOTH NAVY AND MARINE CORPS SEATS AND WILL BE LIMITED BY
CONGRESSIONAL AUTHORIZATIONS, ONE OF WHICH LIMITS TOTAL ORDERS TO
310,000 SEATS. THIS WILL BE DONE WITHIN CURRENT DON NMCI BUDGET AND
WILL IMPACT ABOUT 20,000 NAVY SEATS. USMC IMPACT IS TBD. BENEFITS TO
ACCELERATION OF AOR INCLUDE:

A. ALLOWS NMCI DAA (CNNWC) GREATER LATITUDE AND EFFICIENCY IN CORRECTING IA ISSUES ASSOCIATED WITH THE TRANSITION OF LEGACY NETWORKS TO NMCI.

B. BY PROVIDING AN EXPANDED POPULATION EDS MAY BETTER LEVERAGE
COMMERCIAL SECTOR EXPERTISE TO IMPROVED THE EFFICIENCY OF THE NMCI
TRANSITION, AND THE QUALITY OF CUTOVER SEATS.

C. RESTRUCTURES THE REMAINING FY03 SCHEDULE TO ALLOW THE DON TO
ACHIEVE CONTRACT MINIMUMS.
WE ARE TAKING A NUMBER OF ACTIONS TO ENSURE THESE ACCELERATED AORS
DO NOT LEAD TO AN EXTENDED TIME FROM AOR TO THE ROLLOUT OF SEATS. IN
ADDITION TO MANAGING REASONABLE TRANSITION TIMES, THE PMO, NMCI
DIRECTOR?S STAFF AND EDS ARE WORKING JOINTLY TO DEVELOP SPECIFIC

SERVICE LEVEL AGREEMENTS (SLA) TO MANAGE THE AOR PERIOD. IN GENERAL,
THE SLA WILL COVER SECURITY/IAVA COMPLIANCE, MAINTENANCE OF SYSTEM
PERFORMANCE, AND LIMITED IT MODERNIZATION.

4. MODIFICATION OF ORDERS. CLAIMANTS WITH SITES HAVING AOR DATES
AFTER 1 MAY 2003 ARE DIRECTED TO MODIFY ORDERS TO REFLECT 1 MAY 2003
START DATE. SPECIFIC DETAILS ON SITES AND FUNDING TO BE SENT SEPCOR.

5. ALCON WILL CONTINUE TO REFINE PROCESSES AS SEAT ROLLOUT CONTINUES. YOUR CONTINUED INVOLVEMENT AND COMMENTS ARE BOTH
SPECIFICALLY REQUESTED AND APPRECIATED. ANY QUESTIONS CAN BE DIRECTED TO THE ABOVE LISTED POCS WITH RESPONSIBILITIES AS FOLLOWS:
CAPT CRAIG MADSEN: NAVY AOR CRITERIA CHANGES,SCHEDULE IMPLICATIONS,
AND NAVY PROGRAM MANAGEMENT ISSUES.
RICH GLOVER: USMC AOR CRITERIA CHANGES, SCHEDULE IMPLICATIONS, AND
USMC PROGRAM MANAGEMENT ISSUES.
CAPT (SEL) JOE SPITEK: ORDER AND SCHEDULE MODIFICATIONS
CDR JOE SPRUILL: FUNDING ISSUES
DEBBIE STREUFERT: NMCI PCO

6. MINIMIZE CONSIDERED. RELEASED BY RADM CHARLES L. MUNNS.//

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APPENDIX C: Naval Messages-NMCI Lessons Learned

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RMKS/1. THE CURRENT FOCUS OF THE NMCI PROGRAM IS TO AGGRESSIVELY ROLLOUT NMCI IN ACCORDANCE WITH THE ESTABLISHED ENTERPRISE SCHEDULE,
AND TO BUILD IN QUALITY TO CONTRACTUAL SLA STANDARDS AND FOR A HIGH LEVEL OF CUSTOMER SATISFACTION. AS WE OBSERVED ROLLOUT OF THE FIRST 50,000 SEATS AT MORE THAN 86 SITES ACROSS THE ENTERPRISE, WE HAVE IDENTIFIED SEVERAL CRITICAL FACTORS THAT CONTRIBUTE TO A SUCCESSFUL ROLLOUT. THIS MESSAGE IDENTIFIES THE CRITICAL DEPLOYMENT SUCCESS FACTORS FOR USE BY FUTURE NMCI DEPLOYMENT SITES DURING THEIR
TRANSITIONS.

2. COMMAND INVOLVEMENT - SITE COMMANDERS AND COMMAND STAFF SHOULD
ACTIVELY SUPPORT AND PARTICIPATE IN THE MANAGEMENT OF THE NMCI TRANSITION. A CLEAR AND SUPPORTIVE MESSAGE FROM SITE COMMANDERS TO ALL SITE USERS SHOULD BE SENT INDICATING THEIR COMMITMENT TO A SUCCESSFUL AND EFFICIENT NMCI TRANSITION. FOLLOW ON MESSAGES REEMPHASIZING COMMAND COMMITMENT AND DETAILING SITE PROGRESS SHOULD
BE SENT PERIODICALLY THROUGHOUT THE TRANSITION PROCESS.

3. TRANSITION PERSONNEL - SITE COMMANDERS SHOULD ASSIGN THEIR MOST PROACTIVE AND EFFECTIVE PERSONNEL TO MANAGE AND SUPPORT THE NMCI TRANSITION. TRANSITION PERSONNEL SHOULD REPORT WEEKLY TO SITE COMMANDERS ON THE STATUS OF NMCI TRANSITION. SITE TRANSITION IS A RESOURCE INTENSIVE EFFORT AND SITES SHOULD ASSIGN ADEQUATE ASSETS TO
SUPPORT THE TRANSITION EFFORT. THE FOLLOWING STAFFING RECOMMENDATIONS ARE BASED UPON EXPERIENCE FROM EARLY ADOPTER SITES:
A. ECHELON II RECOMMENDED TRANSITION STAFFING INCLUDE ONE NMCI PROGRAM MANAGER, ONE LEGACY APPLICATIONS MANAGER, TWO LEGACY APPLICATIONS ASSISTANTS, ONE SCHEDULE COORDINATOR, ONE TECHNICAL LEAD, ONE LEAD CTR, ONE DEPUTY CTR, ONE FACILITIES COORDINATOR, AND ONE INFORMATION ASSURANCE (IA) COORDINATOR.
B. SITE RECOMMENDED TRANSITION STAFFING INCLUDE ONE CTR, ONE ACTR/1000 SEATS, ONE LEGACY APPLICATIONS COORDINATOR, TWO LEGACY APPLICATIONS ASSISTANTS, ONE SCHEDULE COORDINATOR, AND ONE TECHNICAL
REPRESENTATIVE.

4. NMCI GOALS - SITE COMMANDERS SHOULD ENSURE ALL USERS ARE EDUCATED
ON THE PURPOSE AND GOALS OF THE NMCI INITIATIVE. THE FOLLOWING

TALKING POINTS FROM DIRECTOR, NMCI MAY BE APPROPRIATE FOR YOUR COMMAND:
A. THE NAVY'S EXISTING IT INFRASTRUCTURE IS UNSATISFACTORY FOR THE 21ST CENTURY-WE CURRENTLY HAVE MORE THAN 1,000 DISPARATE NETWORKS, MANY OF WHICH ARE VULNERABLE TO CYBER ATTACK AND INCOMPATIBLE WITH
OTHER SYSTEMS IN THE NAVY AND MARINE CORPS. NMCI BRINGS ONE SECURE INTEROPERABLE INTRANET. IMPROVED SECURITY ALONE IS JUSTIFICATION FOR THE NMCI INITIATIVE.
B. NMCI ALLOWS THE DEPARTMENT OF THE NAVY TO NOT ONLY STAY CURRENT WITH TECHNOLOGY AND SECURITY IMPROVEMENTS, BUT MORE IMPORTANTLY, PUT
SYSTEMS INTO PLACE THAT WILL ALLOW US TO IMPROVE OUR BUSINESS EFFICIENCY AND WAR FIGHTING EFFECTIVENESS.
C. THE NMCI WILL MOVE DON FROM A PHILOSOPHY AND STRUCTURE OF LOCAL IT SYSTEMS AND DATA TO AN ENVIRONMENT WHICH SUPPORTS FULL PERSONNEL
COLLABORATION AND DATA CORRELATION ACROSS THE DEPARTMENT.
D. NMCI WILL ALLOW US TO FOCUS ON OUR CORE WAR FIGHTING AND BUSINESS FUNCTIONS - INFORMATION AND DECISION MAKING RATHER THAN NETWORK HARDWARE AND OPERATIONS.
E. NMCI WILL INCREASE INFORMATION INTEROPERABILITY THROUGH THE COMMON STANDARDS THAT ONLY A SINGLE ENTERPRISE INTRANET CAN PROVIDE.
IT WILL POSTURE DON TO MOVE COLLECTIVELY AS ONE (RATHER THAN 1000) AS WE IMPROVE INTEROPERABILITY WITH OTHER DEPARTMENTS AND AGENCIES.
F. NMCI WILL ACT AS THE NETWORK FOUNDATION FOR MANY OF OUR TRANSFORMATIONAL EFFORTS. IT WILL SUPPORT ERP, TASKFORCE WEB, TASKFORCE EXCEL, PROJECT SAIL, REGIONALIZATION, AND THE MATURING OF MANY OTHER COMMUNITIES OF INTEREST.
G. NMCI WILL SUPPORT A NAVY AND MARINE CORPS THAT ARE PROACTIVE, AGILE, FORWARD, MOBILE, DISPERSED, AND INFORMATION DEPENDENT. IT WILL TRAIN A SPECIAL CADRE OF OUR IT PROFESSIONALS IN STATE OF THE ART NETWORK OPERATIONS AND MANAGEMENT.

5. NMCI TRANSITION - SITE TRANSITION TO NMCI IS NOT SOLELY A CONTRACTOR TASK. IT IS A JOINT GOVERNMENT AND CONTRACTOR TASK. SITE PERSONNEL ARE RESPONSIBLE FOR THE NMCI ROLLOUT AND MUST TAKE ALL STEPS NECESSARY TO ENSURE EXECUTION. MANY ROLLOUT ISSUES TO DATE HAVE NOT BEEN CONTRACTOR PERFORMANCE RELATED; RATHER THEY HAVE BEEN
NAVY ISSUES. APPLICATION FAILURES AND ADHERENCE TO NETWORK SECURITY POLICY ARE NAVY ISSUES AND THEY CAN BE MOST EASILY RESOLVED THROUGH STRONG SITE LEADERSHIP, POLICIES, AND PROCEDURES. SENIOR MANAGERS NEED TO GET INVOLVED AND DEMONSTRATE LEADERSHIP TO RESOLVE THESE TRANSITION ISSUES.

6. APPLICATION RATIONALIZATION - SITE COMMANDERS WORKING WITH THEIR CHAIN OF COMMAND MUST ENSURE THAT ONLY MISSION AND BUSINESS

ESSENTIAL APPLICATIONS SURVIVE THE RATIONALIZATION PROCESS AND THOSE
FINAL RATIONALIZED APPLICATIONS MUST HAVE VERSION NUMBERS AND CDA SPONSORSHIP SUBMITTED TO NADTF VIA THE ISF TOOLS DATABASE. ONE OF THE DEPARTMENT GOALS WITH THE NMCI INITIATIVE IS TO MIGRATE FROM THE UNMANAGEABLE AND COSTLY 100,000 DEPARTMENT APPLICATIONS TO A MORE MANAGEABLE 2000 ENTERPRISE APPLICATIONS. SITES SHOULD ATTEMPT TO RATIONALIZE THEIR APPLICATIONS TO THE MINIMUM SET REQUIRED. MANY CLAIMANTS/SITES (NAVRESFOR IS AN EXCELLENT EXAMPLE) HAVE INSTITUTED THE USE OF FUNCTIONAL APPLICATION PROFILES AS THE STANDARD FOR NMCI ROLLOUT. THE USE OF PROFILES HAS GREATLY IMPROVED EFFICIENCY OF APPLICATION TESTING AND NMCI ROLLOUT. WE HAVE ACCELERATED NAVRESFOR
ROLLOUT AS A RESULT OF THEIR PREPARATION.

7. USER-LESS DEPLOYMENT - USER-LESS DEPLOYMENT IS THE ENTERPRISE STANDARD FOR NMCI ROLLOUT. IT HAS PROVEN TO RESULT IN THE MOST EFFECTIVE NMCI ROLLOUT WITH THE LEAST AMOUNT OF USER DISTURBANCE. SITE COMMANDERS SHALL MAKE EVERY EFFORT TO FULLY SUPPORT AND UTILIZE THE USER-LESS DEPLOYMENT PROCESSES. IN GENERAL, THE ISF DEPLOYS COMPUTERS TO THE DESKTOP AND MIGRATES USER DATA AT NIGHT AND
ON WEEKENDS, THEN MEET WITH THE USER FOR A BRIEF ORIENTATION/ SIGN-OFF ON THE NEXT WORKING DAY. THIS IS SIGNIFICANTLY MORE EFFICIENT AND LESS DISRUPTIVE TO YOUR COMMAND.

8. PILOTS AND DEMONSTRATIONS - PILOTS AND DEMONSTRATIONS ARE NOT REQUIRED AT INDIVIDUAL SITES. ALL NMCI SERVICES HAVE BEEN TESTED AND SUCCESSFULLY DEPLOYED AT THE EARLY ADOPTER SITES.

9. TRAINING AND SCHEDULING - SITES SHOULD ENSURE THAT ALL PERSONNEL ATTEND NMCI USER TRAINING AND THAT GOVERNMENT PERSONNEL ARE AVAILABLE AND PRESENT DURING SCHEDULED TESTING AND SEAT DEPLOYMENT.
PERSONNEL ABSENCES HAVE BEEN A CAUSE FOR MUCH DELAY IN EARLY ADOPTER
ROLLOUTS.

10. PHASED DEPLOYMENT - SITE COMMANDERS AND ISF TRANSITION PERSONNEL SHOULD JOINTLY AGREE UPON A PHASED DEPLOYMENT SCHEDULE FOR NMCI SITE
ROLLOUT. EVERY EFFORT SHOULD BE MADE TO MANAGE THE ROLLOUT IN ACCORDANCE WITH THE PHASED DEPLOYMENT SCHEDULE. EXPERIENCE HAS SHOWN THAT ROLLOUT RATES IN THE INITIAL TWO WEEKS OF CUTOVER ARE ONE
QUARTER TO ONE HALF OF THE FULL PRODUCTION ROLLOUT RATE. A ROUGH ESTIMATE OF THE FULL PRODUCTION RATE IS ABOUT TWO SEATS PER ISF DEPLOYER PER DAY, BUT PROCESS CHANGES ARE BEING INTRODUCED TO DRAMATICALLY IMPROVE THIS METRIC.

11. LADRA TESTING - EACH PHASED SEGMENT SHOULD COMPLETE APPLICABLE

LADRA TESTING AT LEAST ONE WEEK PRIOR TO SEGMENT ROLLOUT. ALL APPLICATIONS THAT FAIL LADRA TESTING WILL RESULT IN QUARANTINE STATUS. APPLICATIONS THAT FAIL TESTING WILL BE REMEDIATED DURING THE RISK MITIGATION PHASE FOLLOWING TRANSITION. APPLICATIONS ARE NOT REQUIRED TO BE REMEDIATED PRIOR TO NMCI ROLLOUT.

12. QUARANTINE PLANS - A QUARANTINE PLAN SHALL BE JOINTLY DEVELOPED PRIOR TO THE ROLLOUT OF EACH SEGMENT. THE ONLY LEGACY SEATS LEFT IN PLACE AFTER THE SEGMENT ROLLOUT WILL BE THOSE IDENTIFIED AS PART OF THE VALIDATED QUARANTINE PLAN. IT IS NMCI POLICY THAT NO DUAL DESKTOPS WILL BE LEFT IN PLACE UNLESS PART OF A VALIDATED QUARANTINE PLAN.

13. USER DATA - USER TO APP AND USER TO CLIN DATA MAPPINGS ARE REQUIRED TO BE DELIVERED TO THE ISF 60 DAYS IN ADVANCE OF SEGMENT DEPLOYMENT. NO FURTHER CHANGES WILL BE ALLOWED PRIOR TO SEGMENT ROLLOUT, CHANGES CAN BE ACCOMPLISHED THROUGH THE MAC PROCESS (POST
SEAT DEPLOYMENT).

14. ISSUE ESCALATION - ROLLOUT STOPPAGES, PAUSES, OR REDUCED ROLLOUT RATES FROM THE APPROVED ROLLOUT PLAN WILL ONLY BE ALLOWED IF AUTHORIZED BY DIRECTOR NMCI OR THE NMCI PM'S FROM NAVY OR USMC, AS PER THE REFERENCED MESSAGES. WHEN NEEDED, THE ESCALATION OF SITE ROLLOUT ISSUES AND DECISIONS WILL BE FROM THE PMO SIL OR CPM TO THE NAVY NMCI PM TO THE DIRECTOR NMCI.

15. SITE IT MANAGEMENT: DON HAS ENTERED INTO AN ERA WHERE COMMERCIAL
PROVIDERS, THE INFORMATION STRIKE FORCE (ISF), PROVIDES DESK TOP COMPUTING AND NETWORK SERVICES. SITE COMMANDS MUST ADJUST THEIR LEADERSHIP AND MANAGEMENT STRUCTURES ACCORDINGLY. THE SITE COMMANDER MUST SPECIFY THIS NEW RELATIONSHIP WITH HIS ISF SITE MANAGER. RELATIONSHIPS HAVE WORKED BEST WHERE THE ISF SITE MANAGER IS A FULLY ENABLED PART OF THE SITE LEADERSHIP AND MANAGEMENT STRUCTURE.

16. NMCI ROLLOUT IS A DEPARTMENT OF THE NAVY ENTERPRISE ENDEAVOR AND
MUST BE ACCORDED APPROPRIATE PRIORITY BY ECHELON II CLAIMANTS AND SUPPORTING COMMANDS. ECHELON II CLAIMANTS ARE RESPONSIBLE ICW ISF AND NMCI PMS TO ROLLOUT NMCI FOR THEIR COMMANDS AS SEQUENCED IN THE
NMCI ENTERPRISE SCHEDULE. THE TRANSITION PROCESS ASSOCIATED WITH NMCI ROLLOUT WILL BY ITS NATURE PRESENT SOME SHORT TERM RISKS. DEPARTMENT PHILOSOPHY IS TO MITIGATE THIS RISK NOT AVOID IT. STRONG COMMAND COMMITMENT AND LEADERSHIP IS NECESSARY TO SUCCESSFULLY TRANSITION TO THE NMCI.

17. SPECIAL THANKS TO THE FOLLOWING COMMANDS THAT HAVE BEEN ON THE FOREFRONT OF NMCI IMPLEMENTATION: CLF HQ, NAVAIR HQ, SPAWAR HQ, NAF

WASHINGTON, NAS LEMOORE, NSWC CRANE, NSWC PT HUENEME, AND RESFOR CLAIMANCY. ADDITIONALLY, THE DIRECT FLEET INPUT PROVIDED BY BOTH COMLANTFLT AND COMPACFLT HAS BEEN PARTICULARLY VALUABLE.

18. CAPT CRAIG MADSEN USN, NMCI NAVY PROGRAM MANAGER SENDS.//

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